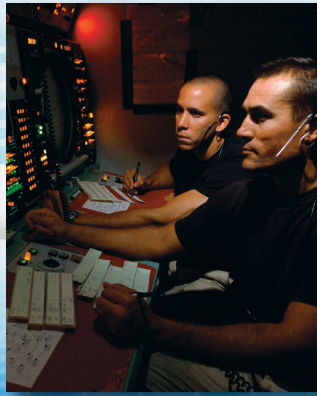


2006

AIR FORCE ENVIRONMENTAL PROGRAM STRATEGIC PLAN



Sustain. Restore. Modernize.

The Air Force Environmental Program Mission

Sustain

Restore

Modernize





The United States Air Force has missions and training requirements that have tremendous potential to impact the environment worldwide. Therefore, our USAF plays a vital role in protecting and enhancing America's rich natural resources and natural heritage. The natural resources the USAF protects are a great source of USAF strength; this "natural infrastructure" provides capability to build, equip, train and deploy the world's most powerful and agile air force.

The mutually beneficial relationship between the USAF and the natural infrastructure within which it operates is easy to recognize. Measuring and managing the state of that relationship, however, is not as easy. We now understand the importance of directly relating environmental management to military capability.

The compliance-based approach to environmental management that we have relied on for the past 20 years has resulted in an unmatched record of responsiveness to regulation and community and ecological values. But without a direct underpinning to military mission, this approach has become biased towards mission "work arounds." To avoid further unnecessary encroachment of military operations, unnecessary operational risk and unnecessary fiscal burden, we must maintain our compliance record and sustain the natural infrastructure at its maximum military value, while optimizing ecological, economic, and community values.

We know that USAF basing and training requirements often require significant land, air, and water resources in locations where there is significant competition or regulation constraining access to the natural infrastructure. This competition and regulation is increasing. At the same time, USAF leadership is faced with difficult decisions concerning force structure and location as we transform, consolidate, and realign the USAF. Now more than ever, Air Force Environmental Program Managers must be able to provide support for planning and decision-making with defensible cost/benefit, operational risk, and compliance risk analyses of different natural infrastructure asset management alternatives.

The 2005 USAF Civil Engineer Strategic Plan supports the mission by setting environmental program goals, including: preventing encroachment, increasing environmental compliance, preserving historic/cultural assets, restoring contaminated property, ensuring an effective/safe/economical pest management program, implementing new management systems based on "plan-do-check-act", and improving land use compatibility. The Civil Engineer Strategic Plan anchors the four goals included within this Environmental Program Strategic Plan; but this plan also introduces the concept of applying an asset management system to the environment. Sustaining the USAF mission through effective natural infrastructure asset management is the overall goal of this plan.

This plan is a living document that will evolve over time and guide stakeholders through this transformation. It provides a flight path for our operational and environmental communities through 2010. Applying the principles described in this plan will help ensure the USAF has the natural infrastructure assets and capabilities required to enable the mission.


L. DEAN FOX, Maj Gen, USAF
The Civil Engineer
DCS/Installations & Logistics



AIR FORCE ENVIRONMENTAL PROGRAM

STRATEGIC PLAN

To meet current and future mission requirements, the Air Force Environmental Program must align elements of installation and mission planning with environmental management. Historically, much of our environmental management program has been planned, programmed, funded, and executed with the predominant focus on complying with environmental mandates in statutes and regulations. However, encroachment on our environmental assets (air, land, and water) impacts not only our ability to comply with the law, but also our ability to ensure these environmental assets will support an unimpeded military mission. Encroachment can be defined as infringement on our existing environmental assets' capability to support the mission either from competition with outside stakeholders or from degradation of the environmental assets. The results of encroachment can vary from seasonal to permanent operational constraints. They can include, for example, operational restrictions on airspace such as limiting flying hours and altering flight paths, restrictions in support functions such as limiting water consumption and discharge, training limitations due to lack of off-base compatible land use, or indirect mission encroachment from inadequate permit discharge limitations (e.g., insufficient discharge capacity to support deicing operations).

Our focus must now be to ensure the mission is supported through effective management of our environmental assets, minimizing or preventing the impact of encroachment, and moving beyond a culture of compliance. We view the environmental assets as "natural infrastructure," which must be continuously sustained, restored, and modernized so that it remains available to support mission requirements. Per DoD Directive 4715.1, Environment, Safety, and Occupational Health (ESOH) and AF Policy Directive 90-8, Environment, Safety, and Occupational Health, it is DoD and AF policy to manage installation assets, which includes natural infrastructure assets, to cost-effectively sustain the military mission. The reference to terms the USAF uses for the management of built infrastructure (sustain, restore, modernize) is intentional. We recognize the natural infrastructure required for operations and training has military, ecological, economic, and community value, much in the same way the built infrastructure has value. While values for natural infrastructure assets may be difficult to quantify, recognizing the value of any asset is an important step in a sound asset management system.

We will continue to strive towards increasing efficiency and reducing costs associated with Air Force Environmental Program management, while improving the cooperation and interaction among stakeholders. The goals outlined in this strategic plan are not revolutionary; however, the objectives within these goals describe new and innovative ways of organizing our information and communicating effectively, allowing the Air Force to achieve environmental and mission sustainability.

AIR FORCE ENVIRONMENTAL PROGRAM

VISION & MISSION STATEMENTS

The Vision: Fully support AF missions with Natural Infrastructure assets while protecting human health and safety and the environment.

The Mission: Sustain, restore, and modernize Natural Infrastructure (NI) assets.

- **NI Sustainment:** Preserve and maintain NI assets to prevent or mitigate encroachment on mission capability.
- **NI Restoration:** Return degraded or restricted NI assets to levels that fully support mission needs.
- **NI Modernization:** Maximize the military value of NI assets by reducing the mission impact on, and enabling access to, NI assets required for current and future AF mission capability.



“Sustaining Air Force operations and the resources used to support them will require transformation of our environment, safety and occupational health programs. ESOH transformation begins by understanding that natural infrastructure assets are scarce resources; they require investment to sustain. Next, we must have a clear picture of the operational requirement and the levels of natural infrastructure required to support them. Finally,

AIR FORCE ENVIRONMENTAL PROGRAM

GOALS



1: Institute a NI Asset Management Culture
Support the AF mission worldwide by moving beyond a compliance-driven culture to a NI asset management culture, while complying with statutory requirements.

2: Optimize Management of NI Assets
Sustain and enhance the AF mission by managing NI assets to minimize the operational and financial risk created by competition for natural resources and utilization of conservation practices.

3: Maximize Efficiency and Minimize Total Operating Costs
Implement best business practices, provide robust operational risk and cost/benefit analysis, and employ innovative technologies and streamlined processes to NI program execution and investment. Provide core environmental training to enable program managers and stakeholders to support this goal.

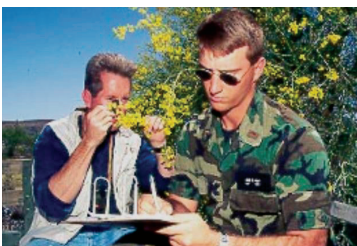
4: Improve Cooperation with Stakeholders
Sustain the AF mission by effective communication and partnering with internal and external stakeholders.

required resources are then sustained, restored, and modernized in concert with applicable laws and regulations to meet the operators' needs. The result: sustainable operations into the 21st century that secure resources for today's Air Force and tomorrow's generations."

*- Ms. Maureen Koetz, Principal Deputy Assistant Secretary for Installations,
Environment and Logistics, Office of the Secretary of the Air Force, Washington, D.C.*

AIR FORCE ENVIRONMENTAL PROGRAM

OBJECTIVES



The objectives listed below support the four AF environmental program goals, illustrated in Figure A. Additional details about the objectives, including the baseline, desired end state, and subordinate tasks used to achieve the objectives are outlined in the Appendix.

1. Reduce ESOH risks and costs.
2. Integrate and institutionalize a NI management system.
3. Strengthen the partnership between Public Affairs (PA) and environmental offices at Air Staff, major command, and base levels to improve communication with internal and external stakeholders.
4. Develop an expanded interagency/intergovernmental coordination strategy for compatible development.
5. Implement streamlined performance-based approaches to the integrated AF cleanup program to cost effectively restore water and land resources.
6. Posture the AF environmental program to proactively address contaminants of emerging concern.
7. Employ new technologies, processes, and practices throughout the program to increase efficiency and reduce costs.
8. Develop NI management guidance to support worldwide basing activities and contingency operations.
9. Implement an operational and human health risk-based overseas cleanup program that ensures NI assets are available globally.
10. Establish an environmental education and training (EET) system that defines core requirements and deploys EET for environmental professionals and the broader AF workforce.

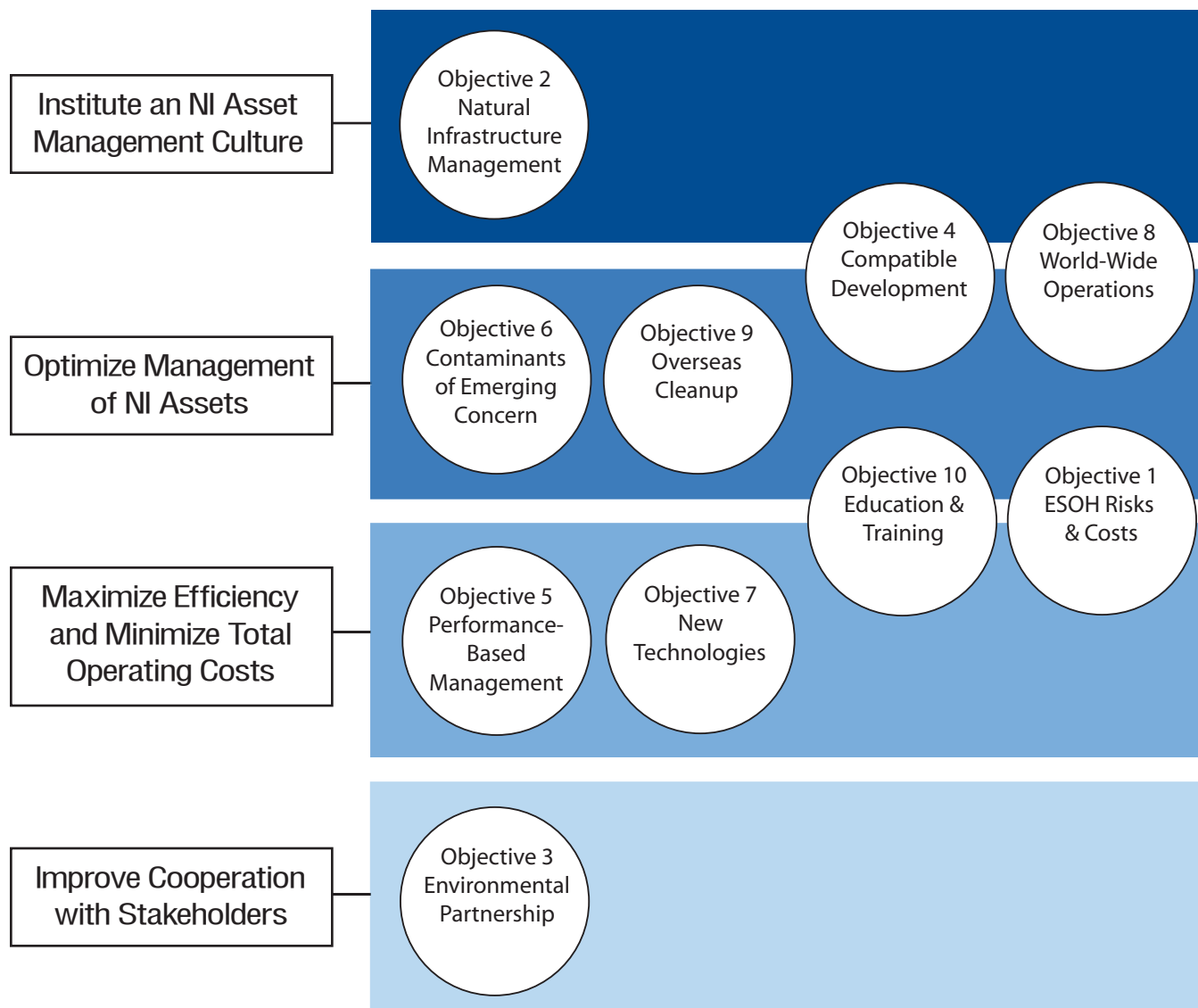
“Today, as force structure needs evolve and the installation and range inventory is reexamined, the Air Force is looking to transform its environmental programs and resource base to capabilities needed by the mission, based on risk assessment, not just to levels deemed necessary by law and regulation.”

*- Ms. Maureen Koetz, Principal Deputy Assistant Secretary for Installations,
Environment and Logistics, Office of the Secretary of the Air Force, Washington, D.C.*

AIR FORCE ENVIRONMENTAL PROGRAM

GOALS & OBJECTIVES MAPPING

Figure A



The mission of the United States Air Force is to deliver sovereign options for the defense of the United States of America and its global interests — to fly and fight in Air, Space, and Cyberspace.

- 7 December 2005 SECAF/CSAF Letter to Airmen

AIR FORCE ENVIRONMENTAL PROGRAM

STAKEHOLDERS

It is important to recognize the diverse range of stakeholders and appreciate that effective communication and partnering among stakeholders is paramount to our continued success in supporting Agile Combat Support, the Expeditionary Aerospace Force, and overall AF operational readiness. Figure B shows the diverse relationships and a sampling of the internal and external stakeholders. Brief descriptions of the key internal stakeholders directly responsible for implementing the vision of this strategic plan follow:

Office of The Civil Engineer – Environmental Division (AF/ILEV)

The Headquarters AF Environmental Division is made up of four branches – Program Integration (ILEVA), Quality (ILEVQ), Restoration (ILEVR) and Range Initiatives (ILEV-RI).

- **Program Integration** analyzes and prepares AF positions on proposed and final environmental legislation and regulations, and sets implementation policy and guidance for AF environmental programming and budgeting processes.
- **Quality** sets AF environmental policy and guidance, reviews Major Command (MAJCOM) Program Objective Memorandum (POM) submittals and advocates for resources. ILEVQ oversees natural infrastructure management to maximize mission capability while protecting the environment.
- **Restoration** sets AF policy and guidance for cleanup to cost-and time-effectively return degraded or restricted NI land and groundwater assets to levels that fully support mission needs. ILEVR manages the AF Installation Restoration Program (IRP) and Military Munitions Response Program (MMRP) by reviewing MAJCOM requirements, preparing budget submissions, preparing semi annual progress reviews for The Office of the Secretary of Defense (OSD), and submitting restoration environmental liability estimates for Congress.
- **Range Initiatives** establishes AF policy and guidance and conducts the oversight necessary to optimize NI military asset values at operational ranges to meet range mission requirements. Additionally, ILEV-RI works with ILEVR to address MMRP issues.

MAJCOM Environmental Staffs (MAJCOM/CEVs)

AF MAJCOM/CEVs (11th Wing, ACC, AETC, AFMC, AFRC, AFSOC, AFSPC, AMC, ANG, PACAF, USAFA, and USAFE) act as advocates for their bases. MAJCOM/CEVs further develop environmental policy and guidance tailored to their regions and missions, and work closely with AF/ILEV to budget and program for the needs of their respective bases. Additionally, MAJCOMs define NI asset requirements and provide full environmental cost visibility for Air Force operations within their Command. They identify and implement best business practices to minimize human health, ecological, operational, and financial risk associated with NI assets under their control.

Civil Engineer Squadron Environmental Staffs (CES/CEVs)

CES/CEVs sustain, restore, and modernize the NI assets to maximize their military value to the local mission. They maintain a dialogue with their MAJCOMs and local stakeholders to appropriately obtain their involvement in protecting the environment. CES/CEVs also budget, program, and implement best management practices to include employing innovative technologies and streamlined processes to reduce human health, ecological, operational, and financial risk associated with NI assets under their control. In addition, they coordinate with the bioenvironmental engineering and safety staffs to minimize the total ESOH risk to base employees, the community, and to military operations.

Office of The Civil Engineer – Programs Division (AF/ILEP)

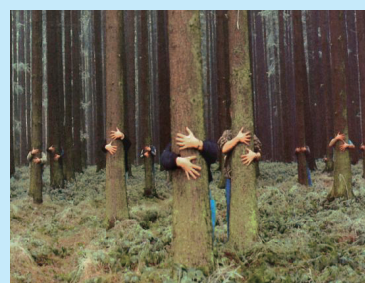
The Programs Division, Bases and Units Branch, is responsible for land use planning and managing environmental impacts in support of the National Environmental Policy Act (NEPA), Air Installation Compatible Use Zone (AICUZ), and noise programs.

Air Force Center for Environmental Excellence (AFCEE)

AFCEE is a Field Operating Agency (FOA) to the Office of The Civil Engineer, and provides AF leaders with the comprehensive expertise they need to protect, preserve, restore, develop, and sustain our installation's natural and built infrastructure. AFCEE, along with their regional environmental offices (REOs), provides a complete range of technical, professional, and regional services in environmental and installation planning and engineering.

Air Force Public Affairs Staffs (PA)

The Air Force PA, along with MAJCOM and base-level PA organizations, explains AF policies, programs, activities, and issues to the public. PA directs and executes programs to maintain constructive relationships with members of the media; oversees legally required community involvement in environmental issues; and disseminates environmental messages.



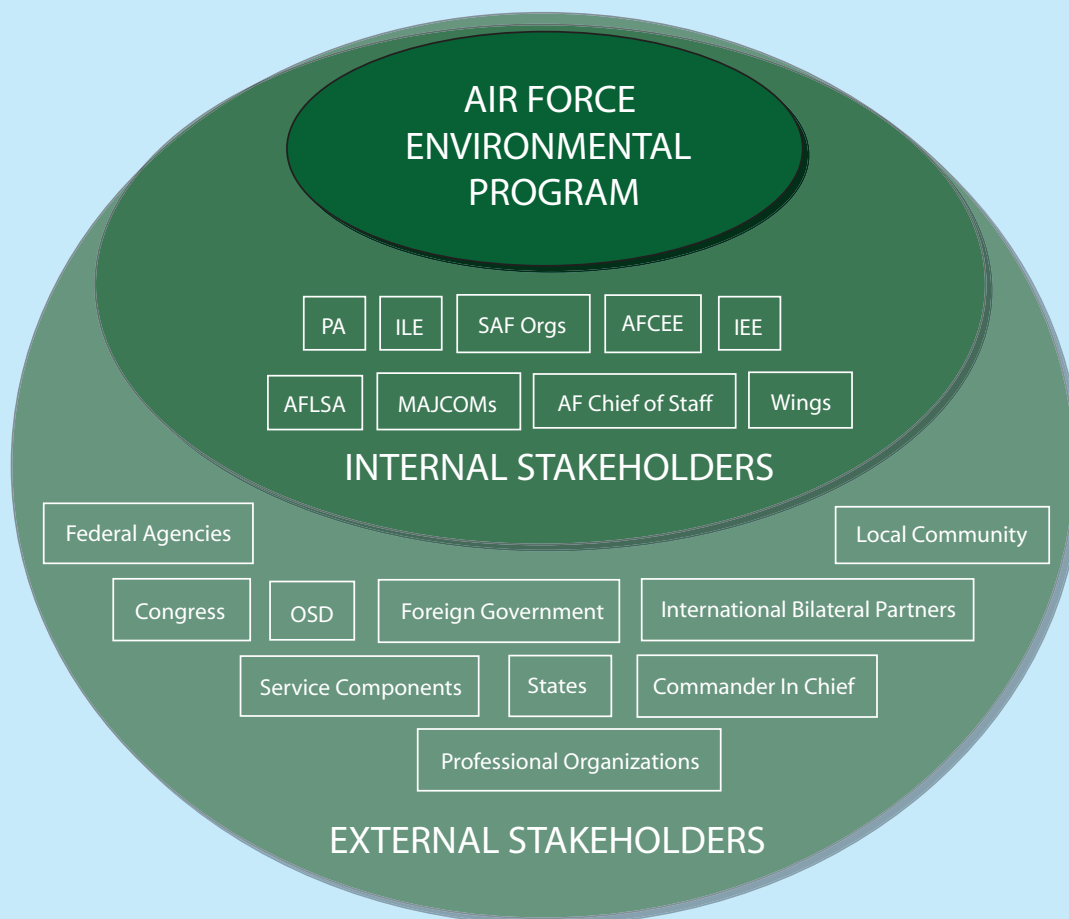
AIR FORCE ENVIRONMENTAL PROGRAM

STAKEHOLDERS

Air Force Legal Services Agency - Environmental Law and Litigation Division (AFLSA/JACE)

AFLSA/JACE's mission is to ensure AF operational capability by providing proactive and expert legal services by: representing the AF in all forms of environmental litigation and regulatory and legislative matters; advising AF clients on installation operation and management, and natural infrastructure, environmental compliance, and restoration matters; acting as a conduit between the field and the Secretariat in the development of consistent environmental policy; and providing DoD with environmental legal education and information. Although JACE is not an Office of Primary Responsibility (OPR) or Office of Coordinating Responsibility (OCR) on any of the tasks, they are integral in the success of the Environmental Program and are included as a major support function to all objectives of this Strategic Plan.

Figure B



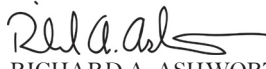
AIR FORCE ENVIRONMENTAL STRATEGIC PLAN

SIGNATORIES

We, the undersigned, hereby commit to making the vision, goals and objectives reflected in the 2006 Air Force Environmental Program Strategic Plan a reality. We will strive to create ownership by getting all members in our respective organizations and installations involved in the process. We will ensure timely communication on all elements of this plan.



JOHN R. CAWTHORNE, Colonel, USAF
Chief, Environmental Division
DCS/Installations & Logistics



RICHARD A. ASHWORTH, Colonel USAF
Acting Deputy Assistant Secretary
(Environment, Safety and Occupational Health)



THOMAS J. CARROLL, Lt Col, USAF
Chief, Program Integration Branch
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JAMEE SUE PLOCKMEYER, P.E.
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11th Wing, Bolling AFB



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Chief, Environmental Division
HQ Air Combat Command



SALLY D. MACON, Colonel, USAF
Chief, Environmental Division
HQ Air Education and Training Command



MARK H. SMITH, Lt Col, USAF, BSC
Technical Director
Air Force Center for Environmental Excellence



JEFF MUNDEY, P.E.
Chief, Environmental Division
HQ Air Force Material Command



VALERIE R. STACEY
Chief, Environmental Division
HQ Air Force Reserve Command



MICHAEL C. APPLGATE
Chief, Environmental Division
HQ Air Force Special Operations Command



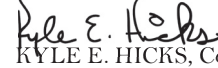
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WILLIAM L. BARRY
Chief, Environmental Programs Division
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DAVID C. VAN GASBECK, REM, CIPS
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Chief, Environmental Branch
United States Air Forces in Europe



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Air Force Legal Services Agency

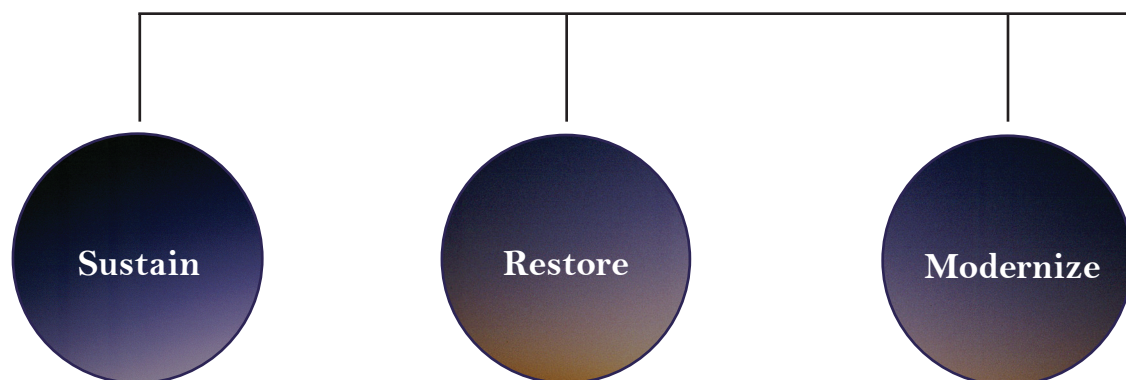


SHIRLEY CURRY
Chief, Environmental Programs
Secretary of the Air Force Public Affairs

The goals identified in the Air Force Environmental Program Strategic Plan provide broad statements of intent for future management and operation of AF natural infrastructure. These goals and objectives are to be implemented through the specific tasks presented in the attached objective-task worksheets on the enclosed CD.

These objectives and tasks provide the targets to measure success in meeting the vision, mission and goals of this strategic plan. While the objectives were written to be constant over the life of the plan, the supporting tasks listed on the attached objective-task sheets may evolve over time (including additions, deletions and changes) to ensure that the tasks being tracked are still relevant to the objectives. To maintain this living document, the following rules of engagement will be applied:

- OPRs will track progress and forward updated objective-task sheets semi-annually, by the 15th of each April and October to AF/ILEVA Workflow [AFILEVA.Workflow@pentagon.af.mil].
- AF/ILEV will publish and distribute status updates via e-mail for each of the objectives until closed (the objective is closed only when all of its tasks have been closed).



The background of the slide is a photograph of three fighter jets, likely F-35s, parked on a runway. The scene is captured at sunset or sunrise, with the sun low on the horizon, creating a bright orange and yellow glow. The jets are silhouetted against this light. The central jet is directly in front of the sun, creating a lens flare effect. The other two jets are positioned to the left and right of the central one. The sky transitions from a deep orange near the horizon to a dark blue at the top. A white rectangular box with a thin border is centered horizontally and contains the title text.

The Air Force Environmental Program Mission

2006

AIR FORCE ENVIRONMENTAL PROGRAM
STRATEGIC PLAN



Sustain. Restore. Modernize.



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